

Managing the creative process



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Resources:

England, E. and Finney, A. (2002):

Managing Multimedia: Project Management for Web and Convergent Media, Addison-Wesley, Harlow

Friedlein, A. (2001)

Web Project Management: Delivering Successful Web Sites
Morgan-Kaufmann, San Francisco

Garrett, J. (2003)

The Elements of User Experience, New Riders, Berkeley

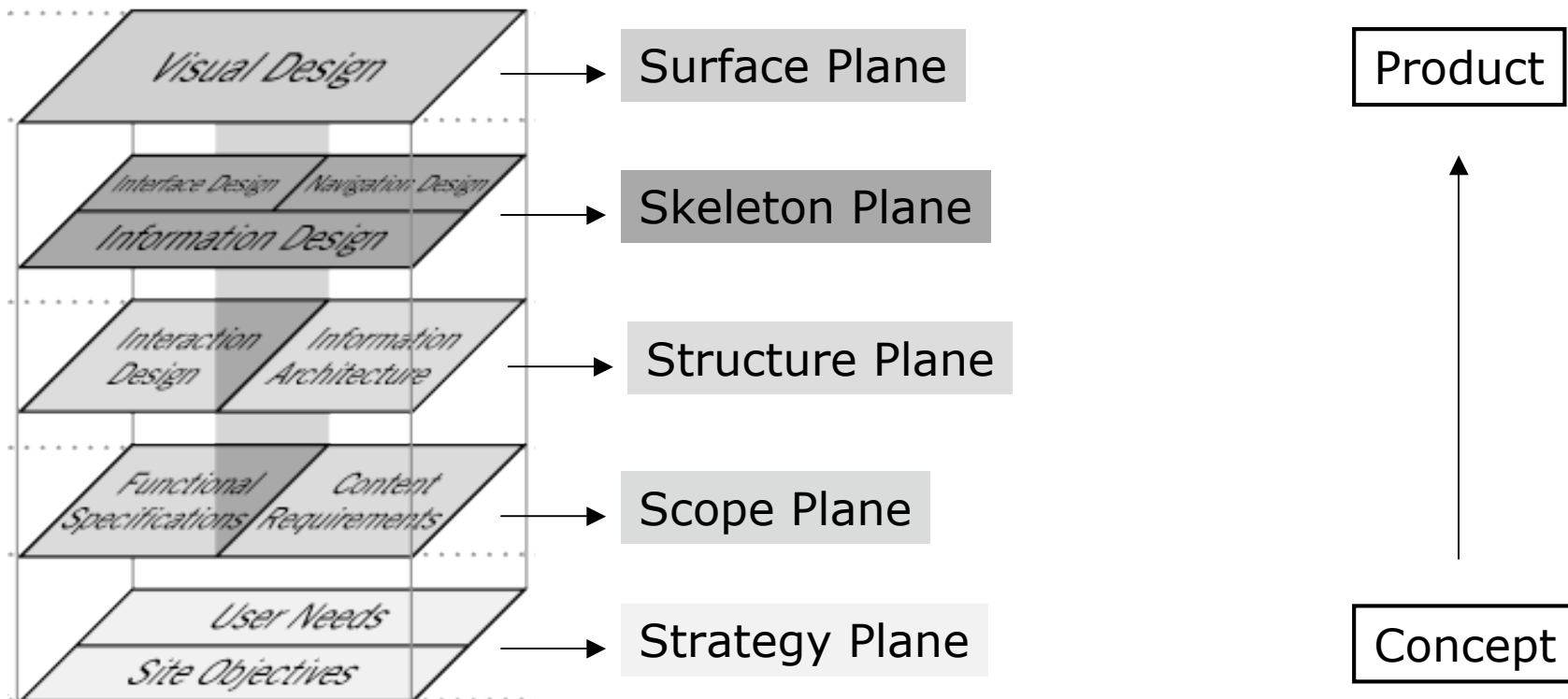
Hughes, B (2000)

Dust or Magic? Secrets of Successful Multimedia Design,
Addison-Wesley , Harlow

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Jesse James Garrett:

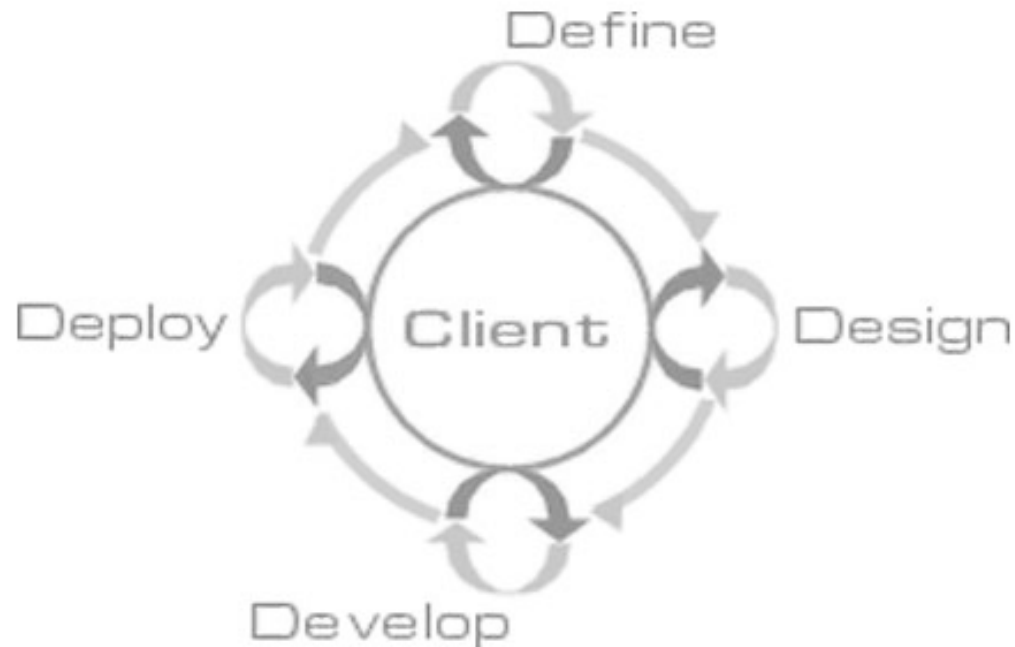
Model of the **Elements of User Experience**, available online: <http://www.jjg.net/ia/elements.pdf>



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A Multimedia projects lifecycle is **iterative**: continuous feedback with the client and terms of the project



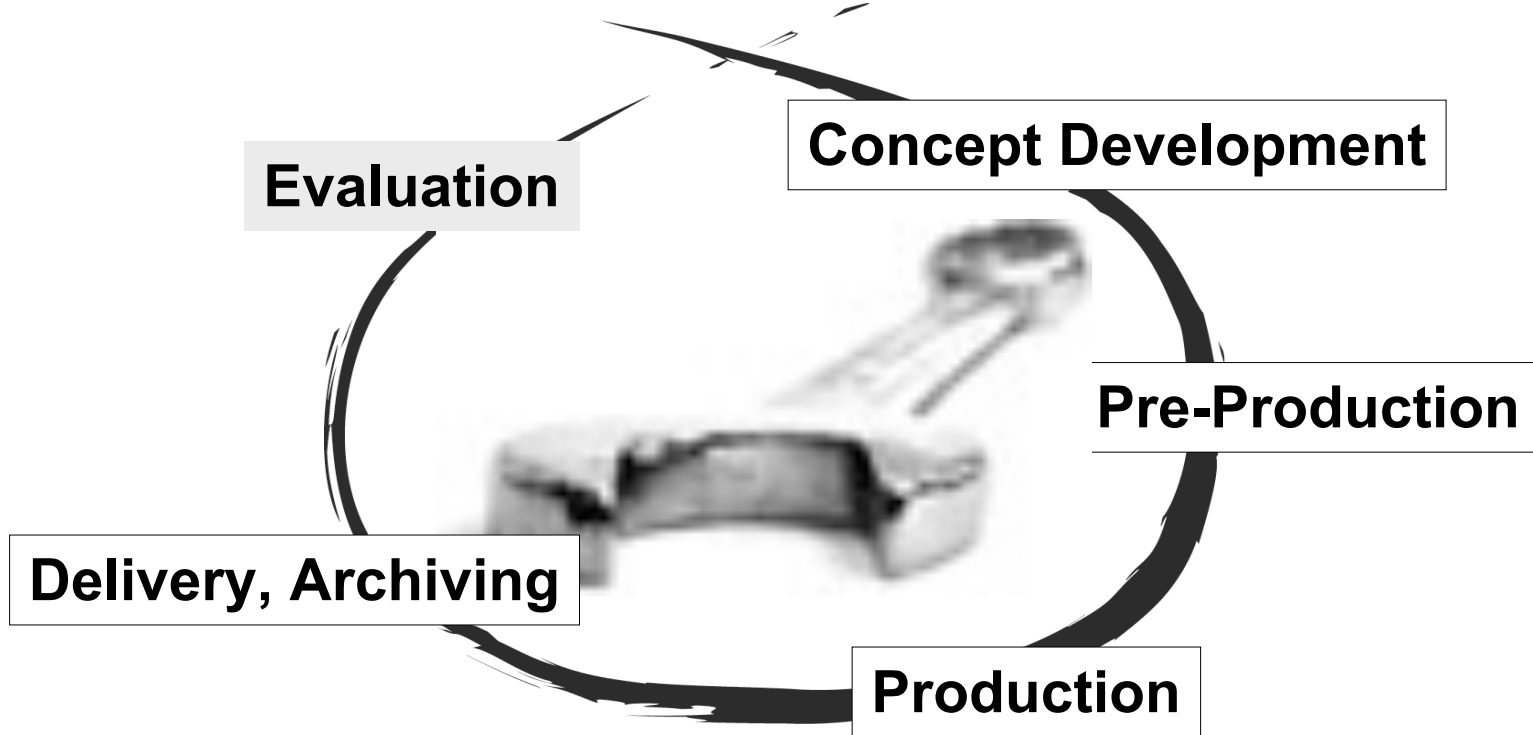
Keep up communication with the client at all stages!



Show good balance between **flexibility** and **liability**

<http://www.core.com.au/solutions/development-methods.html>

MULTIMEDIA PRODUCT *LifeCycle*



MULTIMEDIA PRODUCT *LifeCycle*

Concept Development





Concept Development: **Research**

- Client research
- Target Audience research
- Content research
- Market research



Research-Report



Concept Development: Brainstorming

- Participation of as many (involved) people as possible
- Discuss objectives, content and possible treatment
- EVERYTHING is possible!
Refine at a later stage.



Developing **strengths** and **distinctive features** of the project

Concept Development: **Scoping** (Project clarification)

- Objectives and Key features
- Target Audience
- Technical scope and platforms
- Design-approach
- Budget: staff, technical needs, duration



Writing a **proposal**

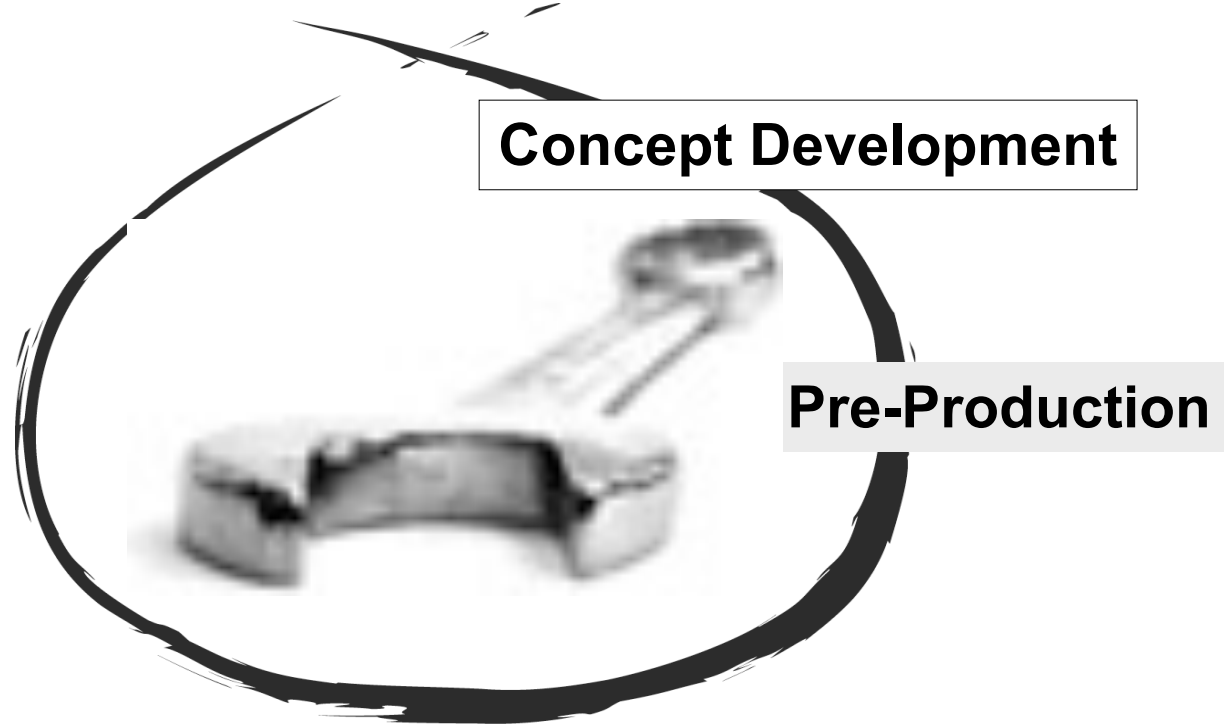


Content of proposal

(England and Finney 2002. pp. 84-98)

- Short **Introduction**
- Statement of **what client wants** from the project
- Statement of **what users need**
- Description of general **treatments** and reasons for choice
- **Variations** on treatment that are possible
- Outlined diagram of proposed **structure**
- Description of **human resources** needed
- Work breakdown
- **Cost structure**
- Company statement of **limitations** of proposal

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Pre-production: **Functionality & Design**

- Structure:
Interaction-Design, Information-Architecture



Site-Map, Flowchart



Labeling system,
controlled vocabulary

- Design:
Interface-Design, Visual Design



Style-guide

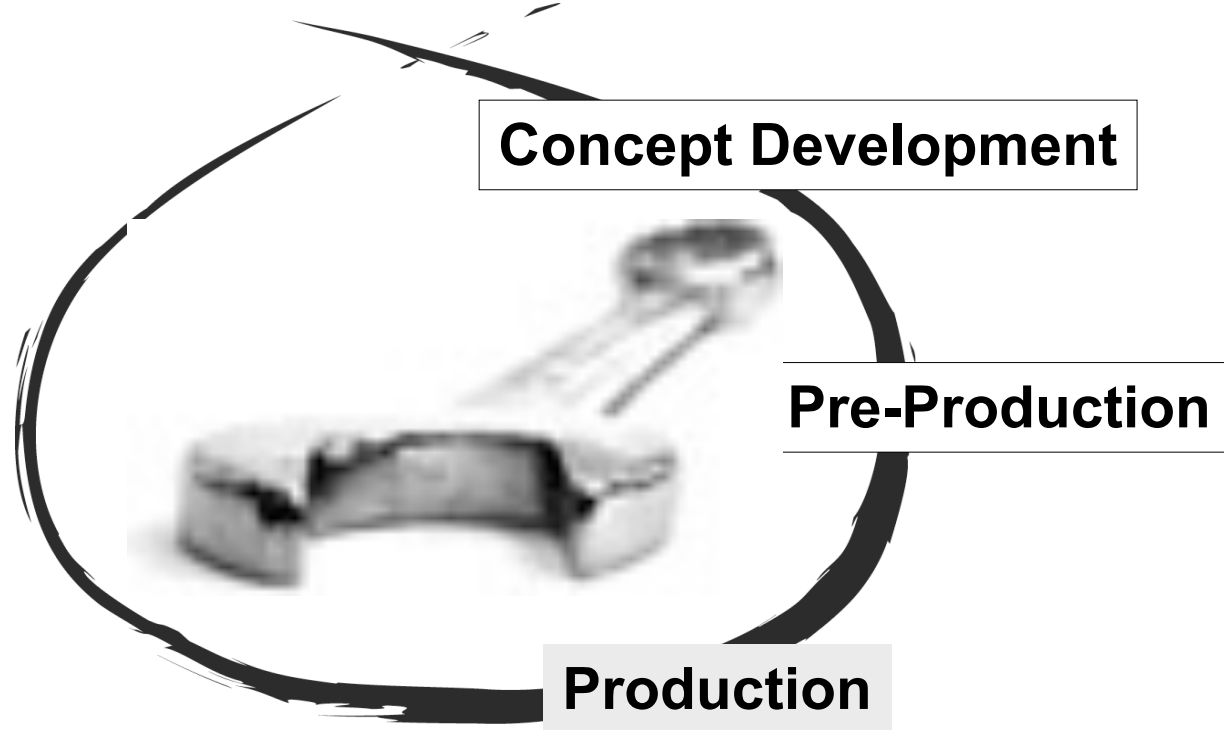
- **Layout and content integration:** Images, Text, Menus



Storyboarding

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Production: **Content (assets) development**

- Text (from client?)
- Graphics: Buttons, Icons, Headlines
- Pictures
- (Audio)
- (Video)



Acquisition of assets from client and subcontractors



Copyright issues



sensible file-structure



consistent **file-naming**



continuous **back-ups!**



Production: **Product building**

- Text & asset integration
- File architecture
- Programming (with dummies)
- Continuous testing
- Changes and Amendments



Documentation of changes



Version control



Quality assurance



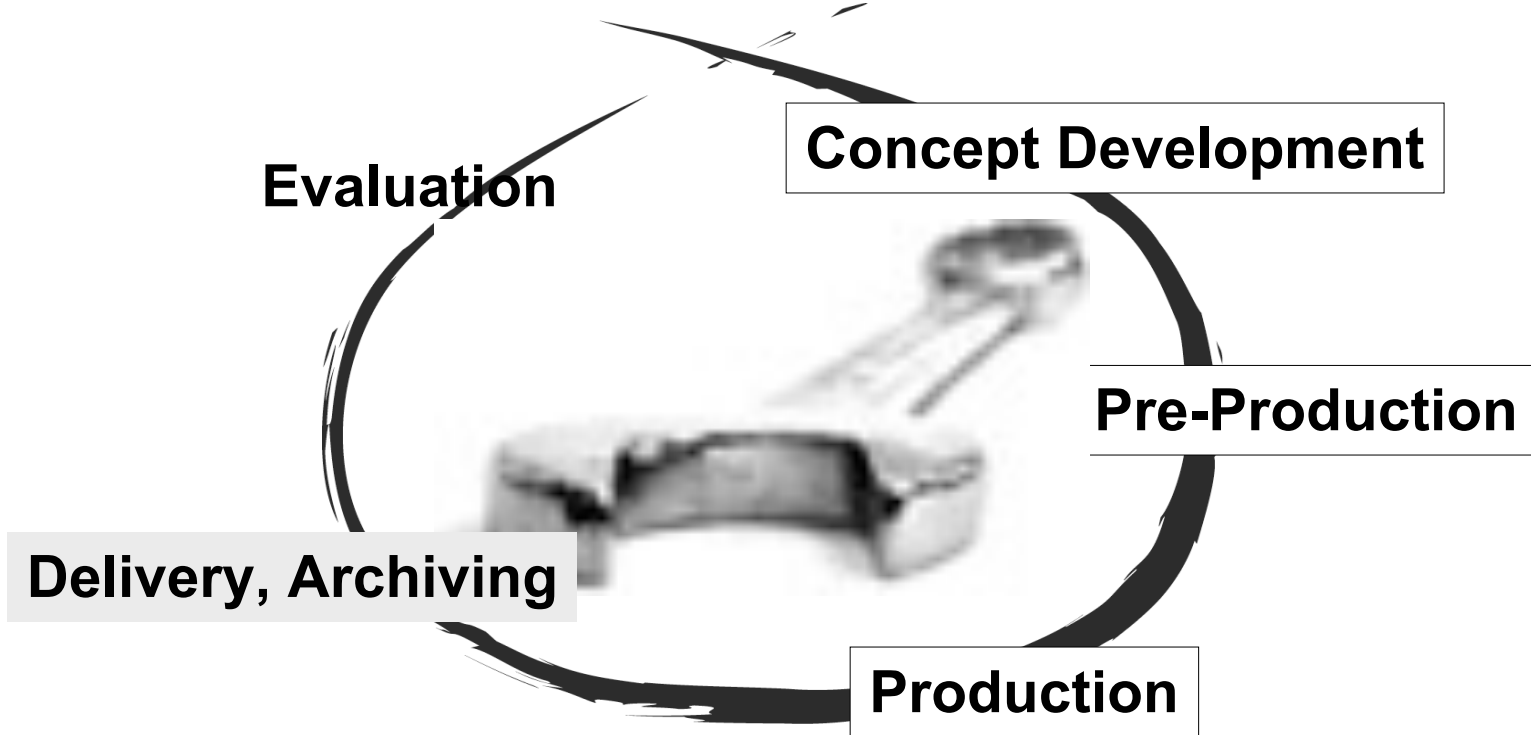
Production: **Product testing**

- User testing (usability)
- Content testing
- Functionality and Platform testing



Test diary

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Final steps: **Delivery & Deployment**

- Presentation / induction
- Uploading
- Maintenance and updates?

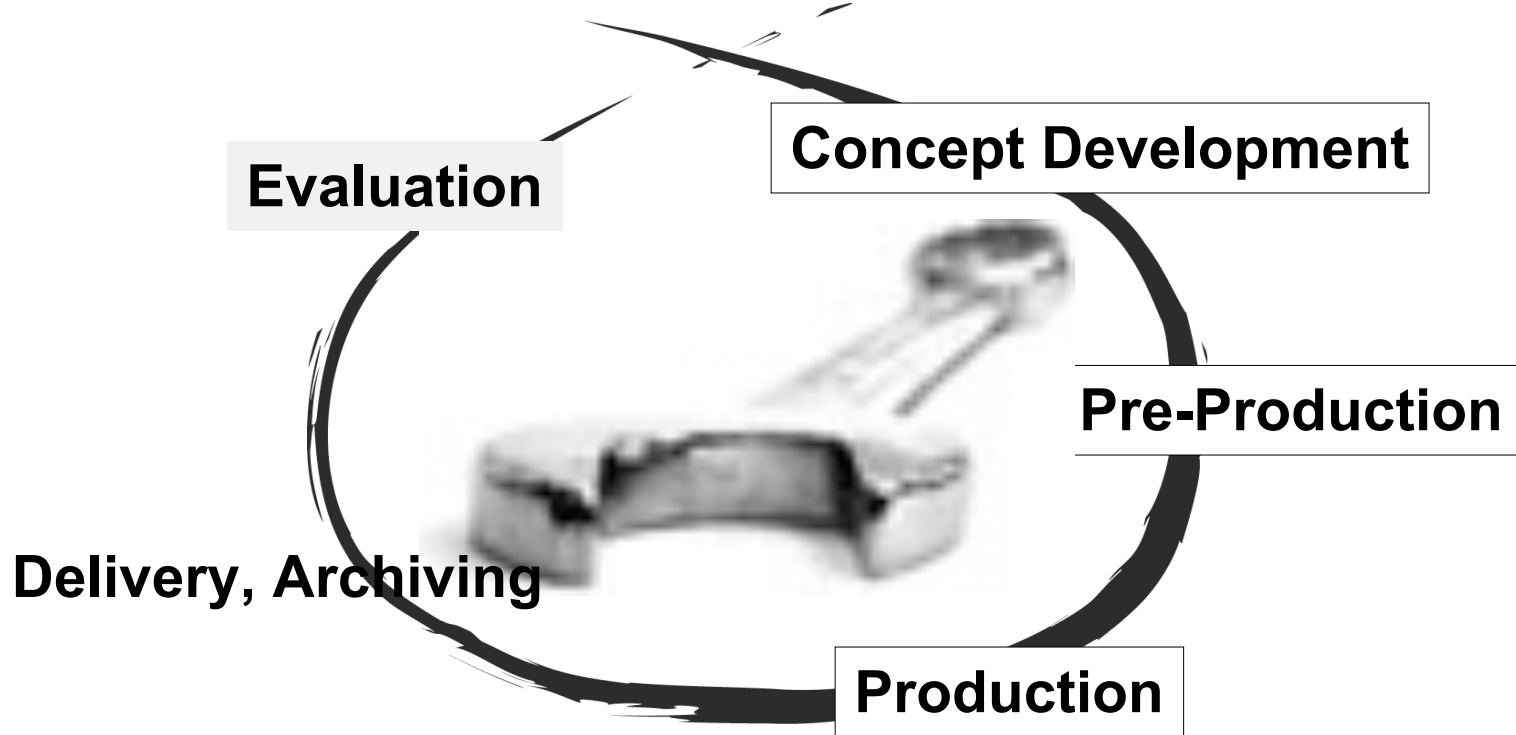


Sign-off



Final documentation

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Final steps:

Archiving and evaluation

- Tidying up: Delete or move all unnecessary files
- Archive the project
- Make back-up of useful data (assets)
- Review and **evaluate** the project: success and critical aspects

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Managing problems: **Quality**

- Quality is ALWAYS a **compromise**
- **“Good enough”- Design**
(HUGHES)

= scaling down “good” ideas to feasible ideas



Managing problems: **Changes**

- Changes and amendments are inevitable!
- Changes might have huge cost and time implications and also can have a triple-down-effect
- Implications might be compensated with other alterations that save time and money (see quality)



Discuss any **pitfalls** right at the start of the project!



Provide **deadlines** for the client!



Make changes as **early** as possible!



Keep team AND client **informed!**
Major changes need to be signed-off!

Managing problems: **Unpredictability**

- Unpredictability is predictable and consistent in new media projects!
- You deal with a 'fluid' product and the inexperience of clients



Brainstorm any possible risks when starting the project!



Do not promise things you cannot deliver!



Leave a **buffer** for unforeseen problems (time, money, human resources)!



Managing problems: **Unpredictability**

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Maintain a Network!
Be prepared to seek help or assistance



Reduce possible risks (media types, subcontractors et.al.)!

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For a quick **recap** of Multimedia management issues look online at:

1. Mallon, A. 1995
The Multimedia Development Process
http://ourworld.compuserve.com/homepages/adrian_mallon_multimedia/devmtpro.htm
2. Spatny, M. 1997
Basics of Multimedia Project Management
<http://home.earthlink.net/~mspatny/text/basics.html>